

Rector, Professor _____ Marina Pirtskhalava

Strategic Development Plan of Teaching University Geomedi LLC (2021–2027)

Introduction

The present document represents the strategic development plan for 2021-2027 and is aimed at finding the optimal solution of the problems facing the Teaching University Geomedi LLC (hereinafter the University). The document has been developed to enable the university to fulfill the mission of the institution, taking into account the fundamental values recognized by it. The present strategic plan is a kind of focus for the future activities of the university, a framework on which work will continue in the future.

The university focuses its efforts on the development of teaching and research activities. These two key components were the basis for the development of the university's strategic plan.

University Mission

The mission of Teaching University Geomedi LLC is the integration into global educational area. The University ensures harmonization of scientific-research and educational process, oriented on the development of students' intellectual and creative skills in the field of Medicine, Dentistry, Healthcare Economics and Management, Physical Medicine and Rehabilitation.

The University provides students with the conditions, where research, critical thinking, experience sharing, tolerance, continuing professional growth, ethics and social responsibility have priorities, thus ensuring the preparation of competitive, high-qualified specialists.

Goals and objectives of the University

- To create the best conditions for students' education and scientific research work in the fields of medicine, dentistry, healthcare economics and management, physical medicine and rehabilitation, to establish the possibility of acquiring higher education based on international standards which is oriented on future development;
- Using modern methods of teaching;
- Teaching Georgian language for non-Georgian students;
- Promoting teaching principles throughout life;
- Deepening the processes of international cooperation and internationalization of the University;

- Effective implementation of internal and external mechanisms of quality assurance;
- Preparation of professional staff, who can adapt to the requirements and challenges of the local and international labor market with acquired theoretical knowledge and practical skills;
- Developing respect for democratic principles and social responsibility in students.

Priorities

The strategic and priority areas of university activities are:

- Constant care for the quality of teaching and scientific research;
- Deepening international and local relations;
- Improvement of university's infrastructure and management;
- Providing financial and material resources for the University;
- Enhancing the professionalism of academic and administrative staff;
- Planning and implementation of social projects.

Events which need to be executed

- Timely and effective implementation of the goals set forth in the Strategic Development Plan;
- Improvement / modification of existing educational programs and courses (syllabi) to meet new challenges; Increase the involvement of foreign colleagues to ensure a high level of teaching;
- Development of new educational programs to raise the level of the teaching university;
- Use of internal quality assessment mechanisms to ensure a high level of learning in educational programs and to reflect the monitoring procedures with maximum transparency;
- Updating students' knowledge assessment criteria based on the specifics of educational programs, modernizing the system of management of educational process and ensuring proper functioning;
- Take appropriate measures to improve the qualifications of academic and administrative staff;
- Timely preparation of external evaluation mechanisms of higher education institutions defined by Georgian legislation;
- Supporting teaching and learning processes and introducing innovative approaches;
- Expanding the scientific-research format (relationships: research, sharing of experience) in collaboration with universities involved in international education;
- Targeted use of internal evaluation mechanisms to improve the coordinated activities and quality of university's structural units;
- Involvement of university's academic, invited and administrative staff and students in the teaching quality assessment process;

- infrastructure upgrades and modernization;
- Increasing the number of student cohorts;
- Active participation in social projects;
- Conduct a SWOT analysis, which identifies the strengths, weaknesses and external factors, threats and opportunities of the institution concerned and the formulation of a strategic development program through the university, taking into account its ratio.

SWOT analysis

Strengths	Weaknesses
<ul style="list-style-type: none"> ▪ Teaching University Geomedi LLC ▪ The high rating of the university in Georgia, which is indicated by the high rate of admissions and high level of mobility. ▪ The University is functioning on its own real estate and movable property ▪ Graduates' success in residency exams. ▪ Optimal number of students in classes. ▪ Highly qualified academic staff. ▪ Support to the university goals and objectives by the academic and administrative staff. ▪ Involvement in international projects (Study In Georgia, Erasmus Plus) ▪ The international nature of student self-government and active involvement in both university management and various activities. ▪ Benefits for socially disadvantaged students. ▪ Planning and implementing social projects with the involvement of the students. ▪ Use of practical components in the learning process and existence of a simulation medicine clinic, rehabilitation clinic, university dental clinic to improve practical skills; ▪ Use of system of management of educational process; ▪ Scientific-Research Institute of Experimental and Clinical Medicine ▪ Science Foundation of the University Geomedi ▪ Introduction of lifelong learning system 	<ul style="list-style-type: none"> ▪ Involving foreign colleagues in the implementation of educational programs. ▪ Increase involvement in international research projects ▪ Increase the effectiveness of grant projects

Opportunities	Threats
<ul style="list-style-type: none"> ▪ Preparing personnel relevant to labor market (both local and international) demands ▪ Strengthening of internal and external relations, signing of memoranda on cooperation in the scientific-research process ▪ Introduction of innovative methods in the teaching process ▪ Introduction of exchange programs ▪ Expansion of scientific-research activities ▪ Improving the quality of teaching using internal control mechanisms ▪ Adding third level of higher education 	<ul style="list-style-type: none"> ▪ Unstable economic environment, high unemployment rate ▪ Low living standards of the population, which leads to low student solvency ▪ Internal and external factors impeding the country's political and economic development ▪ Risk of outflow of academic staff due to high competition ▪ Possible increase in tuition fees in the current economic situation ▪ Complication of visa procedures for students with foreign citizenship.

Strategic Development Plan (2021-2027)

Strategic Goal 1 - Institutional Development

goal	years							Performance Indicator	Responsible Structural units	Possible risks
	2021	2022	2023	2024	2025	2026	2027			
1. Development of university infrastructure	Modernization of the Dental Clinic			Expansion of Scientific Research Institute of Experimental and clinical medicine	Upgrading the institute's (Scientific Research Institute of Experimental and clinical medicine) equipment in accordance with research projects.			1.capacity of renewed/renovated educational spaces; Costs of renewal/renovation of educational spaces;	Vice Rector in Administrative Affairs Director of Dental Clinic	Force Majeure. Delays in transportation and customs services
	expansion of dental phantom laboratory (therapeutic, surgical and orthopedic departments) for the Faculty of Stomatology		Drawing plans for a Multi-Profile Clinic - nearby 2 King Solomon II str.		Building multi-profile clinic, its functioning			Modern technical equipment purchased for phantom laboratories; The amount of money spent on the purchase of modern technical equipment	Vice-Rector in Administrative Affairs Head of Dental Program	Force Majeure. Delays in transportation and customs services
	1, physical medicine and rehabilitation clinic expansion							1. Physical Medicine and Rehabilitation Clinic	Vice-Rector in Administrative Affairs	Income

								2. The amount of money spent	Dean of the Faculty of Physical Medicine and Rehabilitation	
	1. Replenish / update the book fund in the library 2. Update / add to electronic databases in the library						1. Number of purchased Georgian and foreign textbooks; 2. Money spent on purchasing Georgian and foreign textbooks	Vice-Rector in Administrative Affairs Library Director	Force majeure	
	modernization of the simulation medicine clinic						Purchased inventory, funds spent	Vice-Rector in Administrative Affairs Director of Simulation medicine Clinic	Problems with transportation and customs.	
	Contract renewal with local clinics.	Signing Affiliation Contract with Multi-profile Clinic	Contracts with licensed multi-profile clinics abroad				signed contracts	Vice Rector for Clinical Affairs		
	operation of food facility						The existence of a food establishment	Vice-Rector in Administrative Affairs	Legal regulations	
	Improvement of teaching infrastructure Modernization of teaching laboratories	Improvement of teaching infrastructure						Vice-Rector in Administrative Affairs Vice Rector for Research Dean of the faculty	Force majeure	
2. Ensure financial sustainability of the university	1. Certificate courses 2. National and international research grants 3. Start ups 4. University dental clinic 5. University rehabilitation clinic						Number of Start-ups, Indicator of material benefit from dental clinic	Vice-Rector in Administrative Affairs	Highly competitiveness in grant competition.	

									Vice Rector for Research Dean of the faculty Audit	Insufficient PR for clinic services and certification courses.
	2021	2022	2023	2024	2025	2026	2027	Performance Indicator	Responsible Structural unit	Possible risks
3.Improvement of funding mechanisms for university's scientific-research activities and systematical increase of funds allocated for research activities	Increase of the percentage of scientific research activities in the budget from basic and additional revenues							budget	Vice-Rector in Administrative Affairs Vice Rector for Research Deans of the faculty	Decrease in revenue
4. Improvement of organizational structure of the university	1. Improvement of organizational structure							Renewed structure	Vice-Rector in Administrative Affairs	Lack of qualified human resources
5. Strengthening the development activities for academic / invited and administrative staff	Number of Trained personnel Participation in exchange programs							Trained personnel Participation in exchange programs	Head of Human Resources Management Office; Head of lifelong learning office;	

									Head of the Quality Assurance Office	
6. Increase of international recognition of the University and internationalization	Signed contracts with foreign professors / teachers, consultants. Memorandums with foreign universities Other activities							Contracts signed with foreign teachers, consultants. Contracts with foreign universities. Financial documentation proving the attendance on the exhibitions	Rector's Advisor Head of Quality Assurance office Head of the <i>international</i> Relations and Public Relations Office	
7. authorization		Adding doctoral program					Preparation for planned authorization process	Obtain authorization	Rector; Head of Quality Assurance office; Heads of educational programs; Heads of all structural units;	
8. Social activities	Charity events Environmental activities	Charity events Environmental activities	Charity events Environmental activities	Charity events Environmental activities	Charity events Environmental activities	Charity events Environmental activities	Charity events Environmental activities	Photo / video material. Reports	Head of Student Relations Office; President of Student Self-Government;	Force majeure

									Head of the international Relations and Public Relations Office	
Strategic Goal 2 - Quality Assurance										
goal	Years							Performance Indicator	Responsible Structural unit	Possible risks
	2021	2022	2023	2024	2025	2026	2027			
1. Monitoring and evaluation of the quality of educational programs and learning process at the university	<ol style="list-style-type: none"> 1. Evaluation of educational program learning outcomes during the course of the program: 2. Assessment of learning outcomes of educational program upon completion of the program: 3. Assessment of academic and invited staff 4. Monitoring the exam process, updating the test databases. 							Questionnaire analysis, GPA analysis, statistics of graduates employed	Quality Assurance office	Force majeure
2. Introduce new educational programs and modify existing programs in accordance with modern requirements	<ol style="list-style-type: none"> 1. Study the Employment Market Requirements 2. Anonymous surveys of employers and graduates 3. Compliance of programs with sectoral characteristics 							Market Research Results Questionnaire analysis Modified programs	Quality Assurance office; heads of the Programs	Respondents' refusal to participate in the survey
Attracting new academic and scientific staff at the university and recruiting academic staff through open competition	Announcement of open competition							Number of personnel contingency planning methodology	Head of the Quality Assurance Office Human Resources Management Office	Shortage of qualified staff in the employment market

Affiliated staff development / involvement in scientific research projects	Academic/affiliated personnel performance assessment system and outcomes. Published works, patents							Academic / Affiliated Staff Performance Assessment System and Results, Publications, Patents	Vice Rector for Research	Force Majeure
Providing external quality mechanisms			Invitation of an external expert-evaluator				Preparation of authorization / accreditation self-assessment questionnaires	Expert Follow the recommendations of experts and councils	Self-assessment group	Force Majeure
Strategic Goal 3 - Planning and Implementation of Educational Programs										
Goal	Years							Performance Indicator	Responsible structural unit	Possible risks
	2021	2022	2023	2024	2025	2026	2027			
1.Adding the third level of higher education		Adding a doctoral program						Doctoral program accreditation	Vice-rector for research; Quality Assurance office , Head of the program	Postponing the authorization procedures due to the pandemic.

2. Scientific- Research Institute for Experimental and Clinical Medicine	Approving research projects	Monitoring the implementation of research projects	Monitoring the implem entat ion of research projects					Published works Funded research projects	Director of research institute	
3. science foundation	research projects funding	research projects funding	research projects funding					Funded projects	Rector of the university	
4. Indexing the collection of scientific works of the University in international scientific search engines		Indexing in international scientific search engines						Indexing in the international scientific search engines	Vice rector for research; Chief editor	
5. Preparation / modification of existing accredited programs for planned accreditation taking into account new challenges; Modification of bachelor's and Master's Healthcare Management program,	Development of single-cycle dentistry educational program (English language program)	accreditation of single-cycle dentistry educational program (English language program); Develop a modular program for cluster accreditation						program accreditation	Quality Assurance office Head of the program	
Strategic Goal 4 - Creative Activities										
Goal	Years							Performance indicator	Responsible structural unit	Possible risks
	2021	2022	2023	2024	2025	2026	2027			

Participation in sporting events	1. participation in Winter Universiade 2. Participation in the Georgian Student Futsal League 3. Participation in the Georgian Student Basketball League 4. participation in Summer Universiade 5. Indoor Championships: Mini Football, Badminton, volleyball, Chess	1. participation in Winter Universiade 2. Participation in the Georgian Student Futsal League 3. Participation in the Georgian Student Basketball League 4. participation in Summer Universiade 5. Indoor Championships: Mini Football, Badminton, volleyball, Chess	1. participation in Winter Universiade 2. Participation in the Georgian Student Futsal League 3. Participation in the Georgian Student Basketball League 4. participation in Summer Universiade 5. Indoor Championships: Mini Football, Badminton, volleyball, Chess	1. participate in Winter Universiade 2. Participation in the Georgian Student Futsal League 3. Participation in the Georgian Student Basketball League 4. participate in Summer Universiade 5. Indoor Championships: Mini Football, Badminton, volleyball, Chess	1. participatio n in Winter Universiade 2. Participatio n in the Georgian Student Futsal League 3. Participatio n in the Georgian Student Basketball League 4. participate in Summer Universiade 5. Indoor Championships: Mini Football, Badminton, volleyball, Chess	1. participati on in Winter Universiade 2. Participati on in the Georgian Student Futsal League 3. Participati on in the Georgian Student Basketball League 4. participati on in Summer Universiade 5. Indoor Championships: Mini Football, Badminton, volleyball, Chess	1. participat ion in Winter Universiade 2. Participati on in the Georgian Student Futsal League 3. Participati on in the Georgian Student Basketball League 4. participat ion in Summer Universiade 5. Indoor Championships: Mini Football, Badminton, volleyball, Chess	Participants' certificates, awards Financial documentation	Head of Student relations office; President of student self-government	Cancelling these events
Cultural events	1.Charity events 2.Student parties 3. University internal	1.Charity events 2.Student parties 3. University internal	1.Charity events 2.Student parties	1.Charity events 2.Student parties	1.Charity events 2.Student parties	1.Charity events 2.Student parties	1.Charity events	Participants' certificates,	Head of Student relations office	Force Majeure

	entertainment events 4. University folk dance and song ensemble 5, indoor exhibition of fine art Poetry evenings 6. Educational excursions in Georgia	entertainment events 4. University folk dance and song ensemble 5, indoor exhibition of fine art Poetry evenings 6. Educational excursions in Georgia	3. University internal entertainment events 4. University folk dance and song ensemble 5, indoor exhibition of fine art Poetry evenings 6. Educational excursions in Georgia	3. University internal entertainment events 4. University folk dance and song ensemble 5, indoor exhibition of fine art Poetry evenings 6. Educational excursions in Georgia	3. University internal entertainment events 4. University folk dance and song ensemble 5, indoor exhibition of fine art Poetry evenings 6. Educational excursions in Georgia	3. University internal entertainment events 4. University folk dance and song ensemble 5, indoor exhibition of fine art Poetry evenings 6. Educational excursions in Georgia	2.Student parties 3. University internal entertainment events 4. University folk dance and song ensemble 5, indoor exhibition of fine art Poetry evenings 6. University folk dance and song ensemble 5, indoor exhibition of fine art Poetry evenings 6. Educational excursions in Georgia	photo / video material, web site; Financial documentation	President of student self-government	
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Intellectual Events	What? Where? When? - An intellectual game	1. What? Where? When? - An intellectual game 2. City Game	1. What? Where? When? - An intellectual game 2. City Game	1. What? Where? When? - An intellectual game 2. City Game	1. What? Where? When? - An intellectual game 2. City Game	1. What? Where? When? - An intellectual game 2. City Game	1. What? Where? When? - An intellectual game 2. City Game	Participants' certificates, photo / video material, web site; Financial documentation	Head of Student relations office President of student self-government	Force Majeure
Establishment of science club		Student science club	Establishment of Student science club	student science club	science club	science club	science club	Periodical meetings, discussions	Vice rector for research; Head of Student relations office; President of student self-government	
Establishment of literature club	literature club		Establishment of literature club	literature club	literature club	literature club	literature club	Periodical meetings, discussions of various works	Head of Student relations office; President of student self-government	
Strategic Goal 5 - Student Services										
										Possible risks

Goal	2021	2022	2023	2024	2025	2026	2027	Performance indicator	Responsible structural unit	
Easy and fast communication service for students	Fully operational online services for the System of management of educational process, consulting and communication with administration staff and academic invited staff							Information system Student Survey Results	Quality Assurance office. Deans of the Faculty	Global system / technical gaps
Student service center	Strengthening staff recruitment for student service center		Strengthening staff recruitment for student service center					Student service center	Deans of the faculty; Student relations office	
Strengthening student employment and internship opportunities	Finding a Potential Employer		Create a portfolio data of students and graduates by presenting their best	Create a portfolio data of students and graduates by	Create a portfolio data of students and graduates by	Create a portfolio data of students and graduates by		Contracts with the employer website	Vice Rector for Clinical Affairs Human Resources Management Office	Unstable economic situation in the country Global system / technical gaps

			skills and achievement s (cv) available online	presenting their best skills and achieveme nts (cv) available online	presenting their best skills and achievemen ts (cv) available online	presentin g their best skills and achievem ents (cv) available online			Students Relations office IT and Computer Services Office	
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